

**SYLLABUS**  
**Academic year 2023-2024**  
**Year of study II / Semester II**

**1. Information about the program**

1.1. Institution	„1 Decembrie 1918” University of Alba Iulia
1.2. Faculty	<b>Economics</b>
1.3. Department	<b>Business Administration and Marketing</b>
1.4. Study field	<b>Business Administration</b>
1.5. Level	<b>Master</b>
1.6. Study program/qualification	<b>Master of Business Administration/ Business administration 242213 Expert accessing European structural and cohesion funds, 242222 Business Information Analyst, 242232 Sustainable Development Expert</b>

**2. Information about discipline**

2.1. Discipline title	<b>Organizational Change and Innovation Management</b>		2.2. Course code	BA 222			
2.3. Course coordinator	Teaching Assist. PhD Nichita Ramona-Anca						
2.4. Seminar coordinator	Teaching Assist. PhD. Nichita Ramona-Anca						
2.5. Study year	<b>II</b>	2.6. Semester	<b>II</b>	2.7. Evaluation type (E/C/VP)	<b>E</b>	2.8. Type of course (C – compulsory, Op – optional, F - Facultative)	<b>C</b>

**3. Number of teaching hours per semester**

3.1. Teaching hours per week	<b>3</b>	of which: 3.2. course	<b>2</b>	3.3. seminar	<b>1</b>
3.4. Total of hours per semester	<b>42</b>	of which: 3.5. course	<b>28</b>	3.6. seminar	<b>14</b>
Distribution of time					Number of hours
Study from course book					<b>16</b>
Suplimentary documentation					<b>20</b>
Preparing for seminars, papers					<b>20</b>
Mentoring					-
Exams					<b>2</b>
Other activities					-

3.7. Total of hours per individual study	<b>58</b>
3.8. Total of hours per study plan	<b>42</b>
3.9. Total of hours per semester	<b>100</b>
3.10. Number of ECTS credits allocated	<b>4</b>

**4. Preconditions** (where applicable)

4.1. Curriculum	
4.2. Skills	

**5. Conditions** (where applicable)

5.1. for the course	Room equipped with projector, laptop
5.2. for the seminar	Room equipped with projector, laptop

## 6. Specific competences

Professional competences	S1. Creative application of research and problem-solving techniques in business management; S5. Leadership skills and a strong commitment to own professional development; S8. Understanding the importance of developing business strategies that generate a sustainable and healthy growth.
Additional competences	TS2. Contextual integration of business management issues into the current dynamics of the economy.

## 7. Discipline objectives

7.1 General objectives	The discipline focuses on defining organizational change and underlining its importance for business development. It also clarifies the concept of innovation and relevant tools for innovation management.
7.2 Specific objectives	<ul style="list-style-type: none"> <li>➤ Defining organizational change;</li> <li>➤ Understanding the importance of change management for international management;</li> <li>➤ Understanding the individual, group and structural levels of change;</li> <li>➤ Identifying internal and external factors of influence for organizational change;</li> <li>➤ Grasping the processes involved in planning organizational change, including sources of resistance to change and ways to overcome them;</li> <li>➤ Understanding the concept of innovation management and various innovation categories;</li> <li>➤ Differentiating between innovation and invention;</li> <li>➤ Applying different tools of innovation management.</li> </ul>

## 8. Content

Course	Teaching methods	Obs.
1. The concept of organizational change	Lecture, video, examples, discussions	2 hours
2. Levels of organizational change	Lecture, video, examples, discussions	2 hours
3. Internal and external factors driving organizational change	Lecture, video, examples, discussions	4 hours
4. Change strategies	Lecture, video, examples, discussions	4 hours
5. The concept of innovation management	Lecture, video, examples, discussions	4 hours
6. Characteristics of innovation	Lecture, video, examples, discussions	2 hours
7. Chategories of innovation management	Lecture, video, examples, discussions	2 hours
8. The distinction innovation – invention	Lecture, video, examples, discussions	2 hours
9. Innovation management tools	Lecture, video, examples, discussions	2 hours
10. Success examples in organizational change	Lecture, video, examples, discussions	2 hours
11. Success examples in innovation management	Lecture, video, examples, discussions	2 hours

### References

1. Nichita, R.-A. (2023). *Organizational Change and Innovation Management* – course material (electronic format).

2. Burke, W.A., Lake, D.G., & Paine, J.W. (2008). *Organization Change – A Comprehensive Reader*. John Wiley & Sons: Hoboken, USA.
3. Cameron, E., & Green, M. (2019). *Making Sense of Change Management*, 5th edition. Kogan Page: London, UK.
4. Davila, T. (2003). *Making Innovation Work*. Wharton School Publishing: Philadelphia, USA.
5. Dawson, P., & Andriopoulos, C. (2021). *Managing Change, Creativity & Innovation*. Sage: London, UK.
6. Drucker, P.F. (1999). *Management Challenges for the 21st Century*. Butterworth-Heinemann: Oxford, UK.
7. Myers, P., Hulks, S., & Wiggins, L. (2012). *Organizationl Change – Perspectives on Theory and Practice*. Oxford University Press: Oxford, UK.
8. Poole, M.S., & Van de Ven, A.H. (Eds.) (2021). *The Oxford Handbook of Organizational Change and Innovation*, 2nd edition. Oxford University Press: Oxford, USA.
9. Tidd, J., & Bessant, J. (2014). *Strategic Innovation Management*. John Wiley & Sons: Hoboken, USA.
10. Tidd, J., & Bessant, J.R. (2020). *Managing Innovation – Integrating Technological, Market and Organizational Change*, 7th edition. John Wiley & Sons: Hoboken, USA.

<b>Seminar</b>		
1. Organizational change	<i>Discussion, examples, case studies</i>	2 hours
2. Organizational change management	<i>Discussion, examples, case studies</i>	2 hours
3. Innovation culture	<i>Discussion, examples, case studies</i>	2 hours
4. Innovation and small businesses	<i>Discussion, examples, case studies</i>	2 hours
5. Measuring innovation	<i>Discussion, examples, case studies</i>	2 hours
6. Success examples in organizational change and innovation management	<i>Discussion, examples, case studies</i>	2 hours
7. Project presentation	<i>Discussion, examples, case studies</i>	2 hours

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1. Nichita, R.-A. (2023). *Organizational Change and Innovation Management – course material* (electronic format).
2. Burke, W.A., Lake, D.G., & Paine, J.W. (2008). *Organization Change – A Comprehensive Reader*. John Wiley & Sons: Hoboken, USA.
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9. Tidd, J., & Bessant, J. (2014). *Strategic Innovation Management*. John Wiley & Sons: Hoboken, USA.
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**Corroborating the contents of the discipline with the expectations of epistemic community representatives, professional associations and representative employers in the field of the program**

The course content is adapted to the present legislative framework and contributes to the training of specialists in organizational change and innovation management. The course content meets employees' current practical needs requested on the labor market.

**Evaluation type**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percent in the final grade
10.4 Course	<i>Solving exam requirements</i>	Exam	70%
10.5 Seminar	<i>Completing practical activities</i>	Elaboration of seminar tasks	30%
	<i>Scientific content of papers</i>		
	<i>Involvement in class discussions</i>		
10.6 Minimum performance standard: minimum grade 5			
Master students should prove the following competences: Knowledge and understanding of fundamental concepts, theories, strategies and methods in the field and specialty area; Addressing topics based on strategies and methods acknowledged in the field.			

Submission date: 16.09.2023      Signature of course coordinator: Teaching Assist. PhD. Nichita Ramona-Anca      Signature of seminar coordinator: Teaching Assist. PhD. Nichita Ramona-Anca

Approval date in department:  
20.09.2023

Signature of the Head of Department:  
Assoc. Prof. PhD. Maican Silvia-Ştefania